

Commonwealth of Kentucky
IT Infrastructure Initiative (I.3)
Communication Strategy
Draft

Version 1.1

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Document History

The table below serves to track the key revisions made to this document for change control purposes and captured key approvals.

Date	Version	Change Description or Approval Notes	Author
2-28-2013	1.0	Ready for Program Director approval.	Brenda Brown & Christie Nawrot
3-19-2013	1.1	Changes from Glenn Thomas, were completed and approved by him.	Brenda Brown
3-21-2013	1.1	Added OCM Key Audience Groups, per Christie Nawrot, NTT DATA OCM lead	Brenda Brown
3-22-2013	1.1	Ready for Executive Sponsors Review.	Brenda Brown
3-26-2013	1.1	Made two changes to the Key Audiences after meeting with Pamela T.	Brenda Brown
4-9-2013	1.1	Removed Appendix B, as the document will be shared at the same time as the plan and the work list has a link in that document.	Brenda Brown

Overview

Communication is essential to everyday life; it is how information is passed and how people connect with one another. Communication allows people to express their thoughts, feelings, ideas, wants and needs.

The single most effective communication about any significant change relies on unwavering commitment of leadership to communicate the vision and the business need for change. From Governor Beshear's Smart Government Initiative's focus on Information Technology (IT), to the IT Assessment Initiative process and findings which carried over to Executive Order 2012-880, Regarding the Centralization of Information Technology Infrastructure Resources across the Commonwealth, the business need has been identified and the vision of a centralized shared services model has been communicated.

Throughout the IT Infrastructure Initiative (I.3) phases, it is essential the Finance and Administration Cabinet (FAC) and the Commonwealth Office of Technology (COT) use communication as a tool to share instrumental goals, define processes and shape the organization while sharing in a joint responsibility with the impacted cabinets/agencies to communicate effectively and positively to ensure success.

Different stakeholders view the infrastructure in different ways. Therefore, communication to influence the adoption of this change varies from informing, collaborating and persuading, to modeling, rewarding, and directing. These and other methods of behavioral influence all convey clear "messages" to shape cabinet/agency and individual behaviors.

The I.3 program phases are:



Throughout these phases key program activities will include: gathering and updating infrastructure documentation; confirming the knowledge transfer approach; identifying current and future owners; creating knowledge transfer plans; and defining knowledge transfer performance metrics.

Objectives

The primary objective of this document is to provide a communication framework by outlining the following:

- Approach
- Principles of Communication
- Communication Plan Elements
- The Change Curve and Communication Focus
- Key Messages
- Key Audiences
- Communication Plan
- Critical Success Factors

By communicating effectively, I.3 messaging regarding initiative information, requests for assistance, feedback, etc. can be conveyed to the various audiences in a timely manner. The goals of effective communication for this initiative are:

- To plan and execute timely, consistent and compelling communication targeted at key stakeholders

- To ensure that all impacted internal stakeholders are ready to perform their roles and responsibilities in the new COT shared service environment and bring others along based on new ways of working
- To enhance communication inside the I.3 program team and support communication to other cabinets/agencies, as well as general public

Throughout the life of this initiative, the Communication Strategy is intended to provide broad direction which will need adjustments and updates to reflect the current program phase and more detailed information.

Approach

This document is intended to provide a strategic direction. All approach parts will need to be adjusted as the program moves forward. They should be dynamic documents and processes. Currently the I.3 Communication Approach is made up of three main parts:

- Part I: Communication Strategy – establishes the strategy and high level framework to provide the key messages and information to the right audience (stakeholders) at the right time.¹
- Part II: Communication Plan – takes the framework from the Communication Strategy and builds on it with the provision of a specific, tactical communications plan. It will include a Work List describing communication activities including: What Messages, To Whom, by When (by Milestone), How (Media), From Whom, What Objectives, Feedback (Measure of Success), and Notes.
- Part III: Style Guide and Templates – the communication team, working with the entire I.3 team, will provide a style guide and shell templates.

All communication messaging should be based on strategic messaging that outlines a shared I.3 vision and that provides initiative goals and deliverables. Primary documents that assist in initiating and sustaining on-task messaging include:

- IT Infrastructure Communication dated 9-24-12
- Executive Order 2012-880 effective 11-1-12
- I.3 Charter (to be completed)

This approach should bring clarity to I.3. It should be a signpost for showing stakeholders where COT, as a service organization, is progressing to assist the enterprise goals and what progression and direction will be required for success.

Principles of Communication

Communication is complex. When listening to or reading someone else's message, we often filter what's being said through a screen of our own opinions. Major barriers to communication are our own ideas and opinions. The following principles can help us overcome these barriers. Effective communicators:

- **Lead by example**
As the visionaries, executive leadership must inspire change; leaders will know and effectively share information at every available opportunity – from the podium to the hallways.
- **Inform and engage impacted employees**
As the “keepers of the flame,” reiterate key messages, share the enterprise reasons and objectives, be realistic about expectations, share updates on progress, and answer questions.

¹ Note: This document is the Communication Strategy, which establishes the strategy and high level framework for targeted, frequent, timely communication to the appropriate stakeholders.

- Know your audience.
 - Know your purpose.
 - Know your topic.
 - Present a rounded picture.
 - Achieve credibility with your audience.
 - Follow through on what you say.
 - Present information in several ways.
- **Promote conversation and ask for feedback.** Provide opportunities for participation. Check understanding and listen to stakeholders concerns and suggestions

Communication Plan Elements

The Communication plan should provide details for delivering messages about I.3, so that information can be conveyed to the various audience groups in a timely manner. This will be accomplished by incorporating the following key elements in the plan:

- *What* transition information should be communicated
- *To whom* the information should be communicated
- *When* the information should be communicated
- *How* the messages should be packaged and delivered
- *Who* is responsible for authoring, producing and delivering specific messages
- *Why* all of this is important and necessary
- *How* we know if our communication efforts are successful

Attributes of Effective Communication are listed in Appendix A.

The Change Curve and Communication Focus

There is a close relationship between Organization Change Management and successful communications. Because of this relationship, it is important to understand the connection between the Change Curve model (shown below) which describes the four phases of communication and the stages most people go through as they adjust to change and the communication focus during each stage. Successful communication must recognize which stage of change the stakeholders are in and use that information to provide the appropriate messages. With knowledge of the Change Curve, our communication strategy and plan can help minimize the impact of the change and help people adapt more quickly.

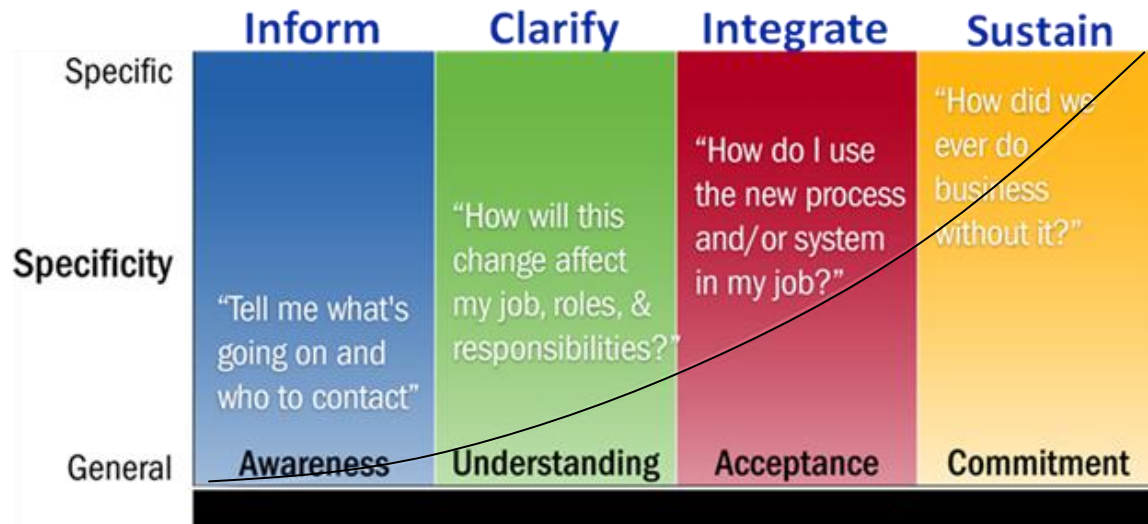


Diagram: Change Curve and Communication Focus

During each of the change phases, as outlined in the Change Curve and Communication Focus diagram, there will be fundamental questions that should be addressed. They are outlined below:

Stage I - Awareness: The focus is on providing basic information to affected stakeholders describing the start-up or launch of the transition. Printed publications, email and the Finance Cabinet website can “push” basic information. Questions at this stage include:

- What is the I.3?
- What is the timeline for the significant events?
- Why should I care? What does it mean to me?

Stage II - Understanding: “People start to get it the third time they hear it.” By now people have heard the message multiple times and they are starting to “get” the message. Communication should focus on sharing and explaining diagrams and open “Q&A.” Track and respond to issues and concerns in meetings, education events, and one-on-ones. Questions at this stage include:

- What will I have to give up?
- What training will be provided?
- How will each location and role be impacted?

Stage III - Acceptance: Gaining acceptance and alignment requires more personal contact and managing fear and resistance, dealing with competing commitments, and using breakdowns as opportunities for breakthroughs. Communication may include holding focused discussions and providing opportunities for people to openly participate in discussions on what is affecting them. Questions at this stage include:

- What am I supposed to do?
- What are my responsibilities?
- How are you/we going to resolve this?

Stage IV - Commitment: As they prepare for integration, stakeholders become owners through successful increased understanding and confidence in the initiative. Communication and initiative processes should allow the stakeholders to actively participate and this participation be supported by their immediate supervisors. Recognition is key at this stage. Questions at this stage include:

- What can I do to make this easier for everyone?
- How quickly are we expected to adapt to the changes?

Regardless of which stage people are in, it is always important to have personal face to face conversations and personnel connections.

Key Messages

Key initiative messages include:

- Sponsored by the Governor and his Executive Cabinet
- Spans the enterprise and includes all cabinets and some agencies and requires cooperation, collaboration and communication among executive management and employees
- Provides a single point of accountability for shared services performance
 - Strengthens the position of the CIO by appointing them to the Governor's Executive Cabinet (reporting relationship to the FAC secretary remains in place)
 - Operational control of infrastructure services shall be the responsibility of COT
- Allows agencies to focus IT efforts exclusively on public services and business operations
- Positions the Commonwealth to achieve greater cost savings than are possible by agencies acting alone and demonstrates more efficient government services to our citizens and to those who do business in the Commonwealth
- Reduces security and business risks
- Establish a platform for enterprise information sharing and integration
- Positions the Commonwealth to leverage emerging technology
- Improve business value and lower long-term costs for IT capital projects

Key Audiences

Key initiative audiences include:

- Governor Beshear
- Secretary Lassiter
- Office of the State Budget Director
- Cabinet Secretaries
- Chief Information Officer (CIO)
- Agency Executive Leadership
- Agency CIOs/IT Leaders
- Agency Business Leaders
- Agency Budget Leaders
- Agency Communication Directors/Leads
- Technology Advisory Council (TAC) Members
- Leadership Engagement Participants
- Stakeholder Engagement Participants
- Change Network Member
- Strategic Decision Committee
- COT Executives
- COT Managers
- COT employees (permanent/special detailed)
- Auditors
- Legislators
- Citizens of the Commonwealth

Communication Plan

With an understanding of this strategy, a communication plan which includes a work list will be created that addresses the Communication Plan Elements. The below table provide examples of how the goals outlined in this document have activities focused on meeting them by conveying key messages. While the Communication Plan will span the life of the initiative, the work list will address the Communication Plan Elements, will focus on tracking communication activities and may be developed per program phase. The Communication Work List will be fully defined in the communication plan.

Goal / Key Messages	Actionable Parties	Examples of Activities
To plan and execute timely, consistent and compelling communication targeted at key stakeholders <ul style="list-style-type: none"> Spans the Enterprise Reduces Security and Business Risks 	<ul style="list-style-type: none"> Cabinet/Agency Leadership Chief Information Officer I.3 Communications Lead FAC Public Information Officer (Director) 	<ul style="list-style-type: none"> I.3 Status Updates given at key meetings Status updates posted to the FAC I.3 page I.3 Overview presented to key audiences
To ensure that all impacted stakeholders are ready to perform their roles and responsibilities in the new environment and bring others along based on new ways of working. <ul style="list-style-type: none"> Spans the Enterprise Operational control of infrastructure services shall be the responsibility of COT. 	<ul style="list-style-type: none"> COT Executive Leadership COT Transition Managers COT Trainer Immediate Supervisor 	<ul style="list-style-type: none"> New worker orientation Customer Service Training
To enhance communication inside the I.3 program team and support communication to other cabinets/agencies, as well as general public <ul style="list-style-type: none"> Establish a platform for enterprise information sharing and integration Positions the Commonwealth to achieve greater cost savings than are possible by agencies acting alone and Demonstrates more efficient government services to our citizens and to those who do business in the Commonwealth 	<ul style="list-style-type: none"> I.3 Program Manager Program Team Leads/Project Managers 	<ul style="list-style-type: none"> Project Plan Updates Weekly Status Meetings I.3 Project Status and Documentation Updates

Critical Success Factors

Successful communications are created and delivered keeping in mind the following factors:

- Provide information on expectations, processes and the new ways of working
- Deliver communication in *support of program success*, specifically understanding what is needed to meet key milestones and to engage stakeholders' participation. Include dependencies and desired outcomes in the Key Messages as they emerge
- Provide examples and tell stories as part of messaging – to make messages “real”
- Schedule regular communication to correspond with program phases (Planning, etc.)
- Build awareness of individuals and cabinet/agency benefits [What's in it for me? (WIIFM)]
- Explain process changes to introduce new I.3 related language / vocabulary
- Feature improvement opportunities
- Build in feedback loops for input to communication effectiveness, questions, concerns and additional communication messaging and activities

Throughout all phases of the I.3 initiative feedback will be actively sought to determine the effectiveness. This includes the use of formal surveys for change readiness, feedback loops for key meetings, informal checks with stakeholders and the use of Organizational Change Management principals, techniques and tools.

Summary

From the onset of this initiative, executive leadership has been committed to and supportive of successful communication. There is an understanding that it begins with informing and engaging leadership, so that all cabinet/agency stakeholders can be engaged. Change communications follows a parallel curve toward adoption, action and flows with the program phases. By focusing on the I.3 vision, objectives, key messages and keeping Organizational Change Management goals/principles in mind, we can provide successful communication.

Appendix A

Attributes of Effective Communication

Attributes of Effective Communication

- ◆ **General and Specific Clustered Messaging** – initially, general messages should be communicated across the impacted stakeholders. Then, specific message clustering should be communicated to individuals and groups based on their specific needs, impacts, etc.
- ◆ **Appropriate** – the right message(s) must go to the right audiences at the right time through the right communication media/channel.
- ◆ **Multiple Media/Channels** – messages should be repeated using a number of different communication media/channels.
- ◆ **Short, Honest, Simple and Reliable** – people are bombarded with information and are busy with day-to-day activities; therefore, messages that are short, straightforward and easy to understand are more likely to make an impact and be remembered.
- ◆ **Consistent** – communication pieces must be consistent from one-to-the-next and actions must be consistent with words.
- ◆ **Planned** – effective communications are thought through, tied to project goals, objective and plans and should be tailored to specific audience needs.
- ◆ **Systematic and Continuous** – communication best practices include the need for people to hear messages repetitively via multiple media/channels before the impact of the message is clearly understood (i.e., Rule of Seven).
- ◆ **Credible** – messages for each audience must come from respected and trusted sources. Generally, some of the best received messages come from an employee's direct line manager via "word of mouth".
- ◆ **Measurable** – effective communication must have performance measures, in order to determine how successful the communication truly is. One method of measuring success will be Change Readiness surveys.
- ◆ **Two-way** – feedback mechanisms and periodic evaluation of communication effectiveness round out a comprehensive communication approach. For instance, listening is a very effective communication tool. People who believe they are not listened to are in turn not likely to listen.